



College Station Medical Corridor Master Plan

July 12, 2011

Schrickel, Rollins and Associates, Inc.

Townscape, Inc.

Leland Consulting Group

Agenda

1. Review of Work Plan
2. CIP Projects
3. Development Concept
4. Implementation Strategies
5. Q&A



Work Plan

- February 17 – MCAC Kickoff Meeting
- March 29 – Stakeholder Interviews
- May 10 – MCAC Analysis Meeting
- **July 12 – MCAC Concepts and Strategies Meeting**
- September 13 – MCAC Master Plan Meeting
- October/November – City Council Approval



CIP Projects



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Rock Prairie Road West



Rock Prairie Road East



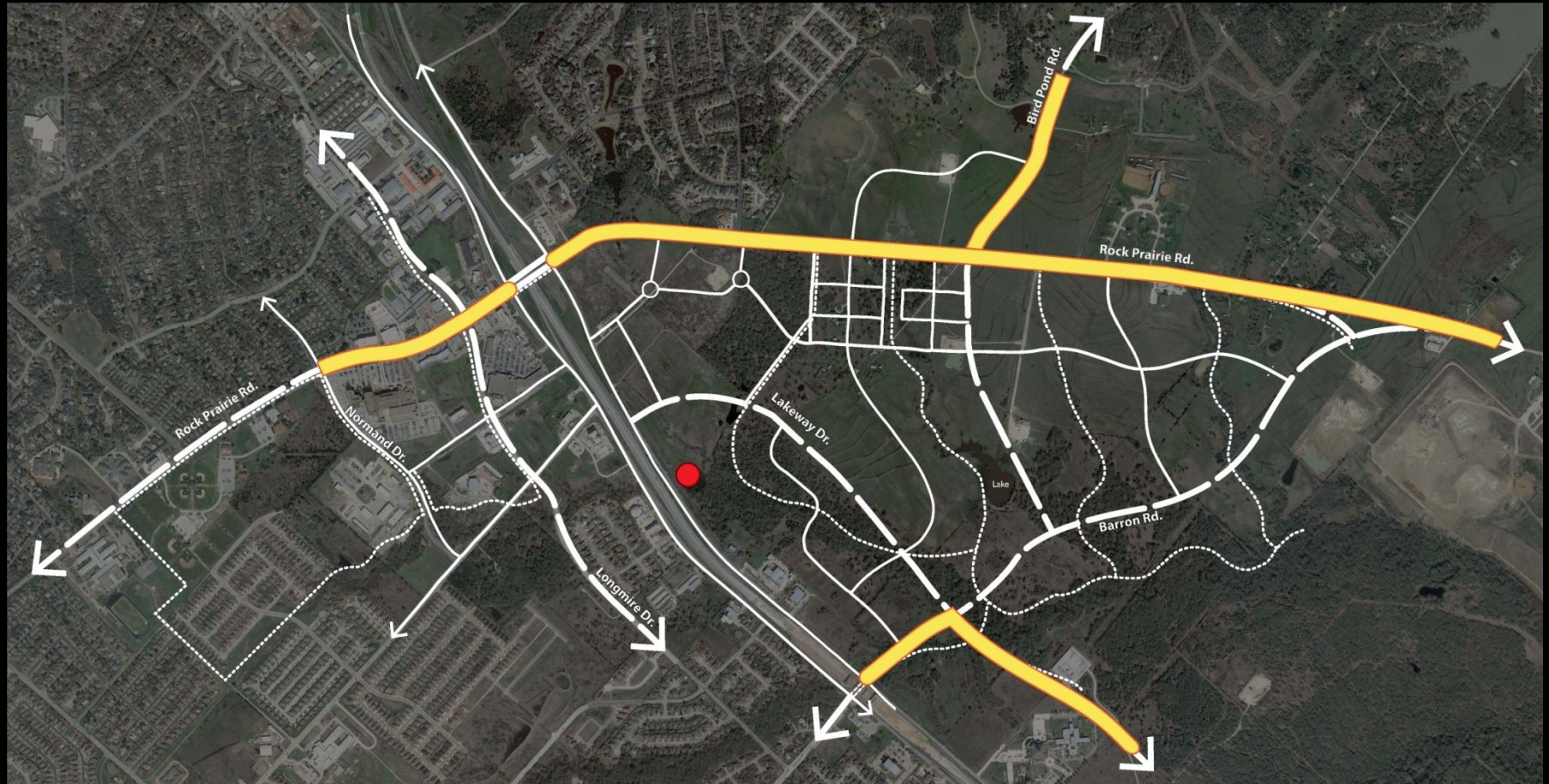
Bird Pond Road



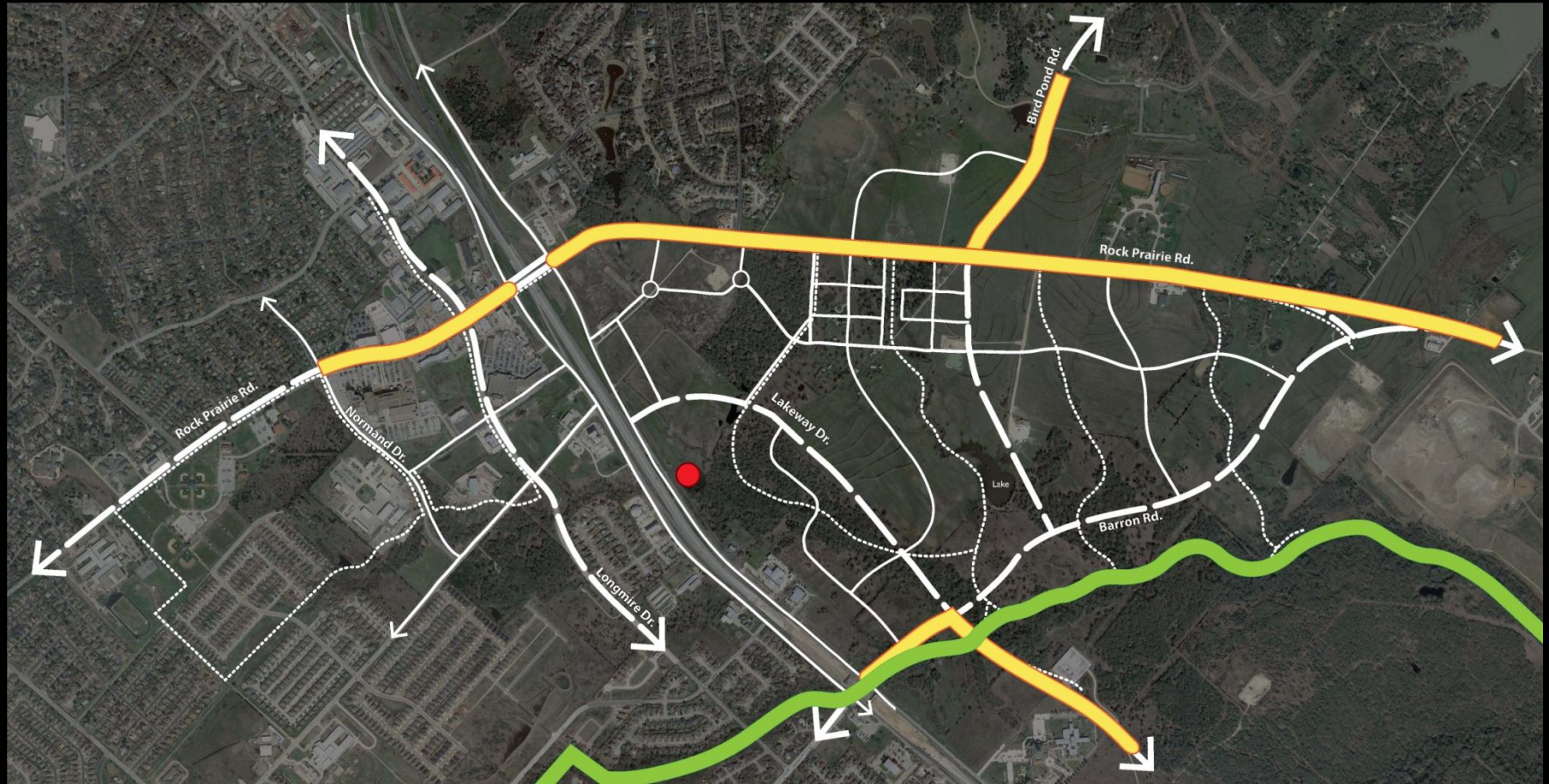
Barron Road and Lakeway Drive



Scott and White Lift Station



Lick Creek Hike and Bike Trail



Development Concept



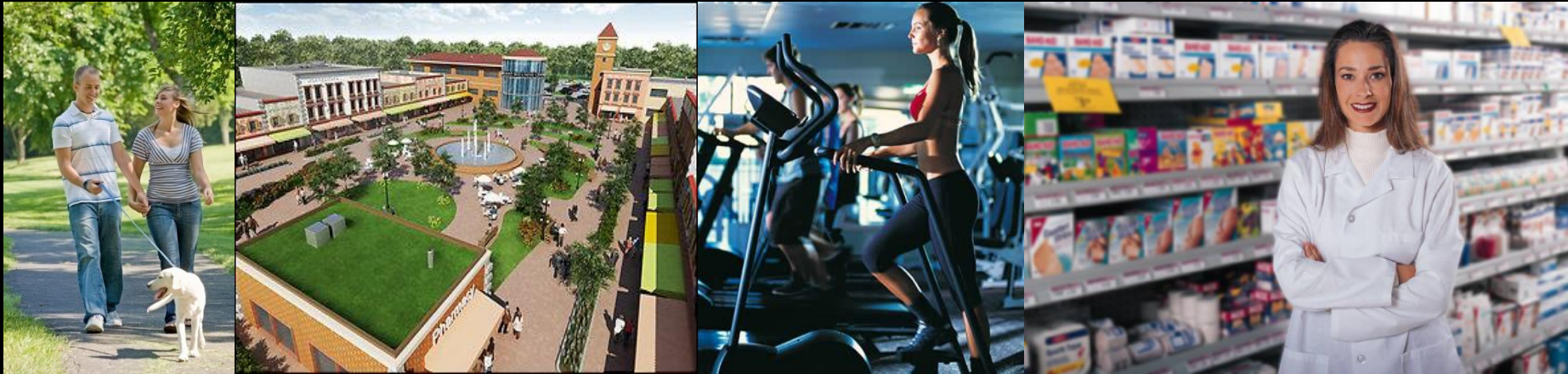
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Development Concept Overview

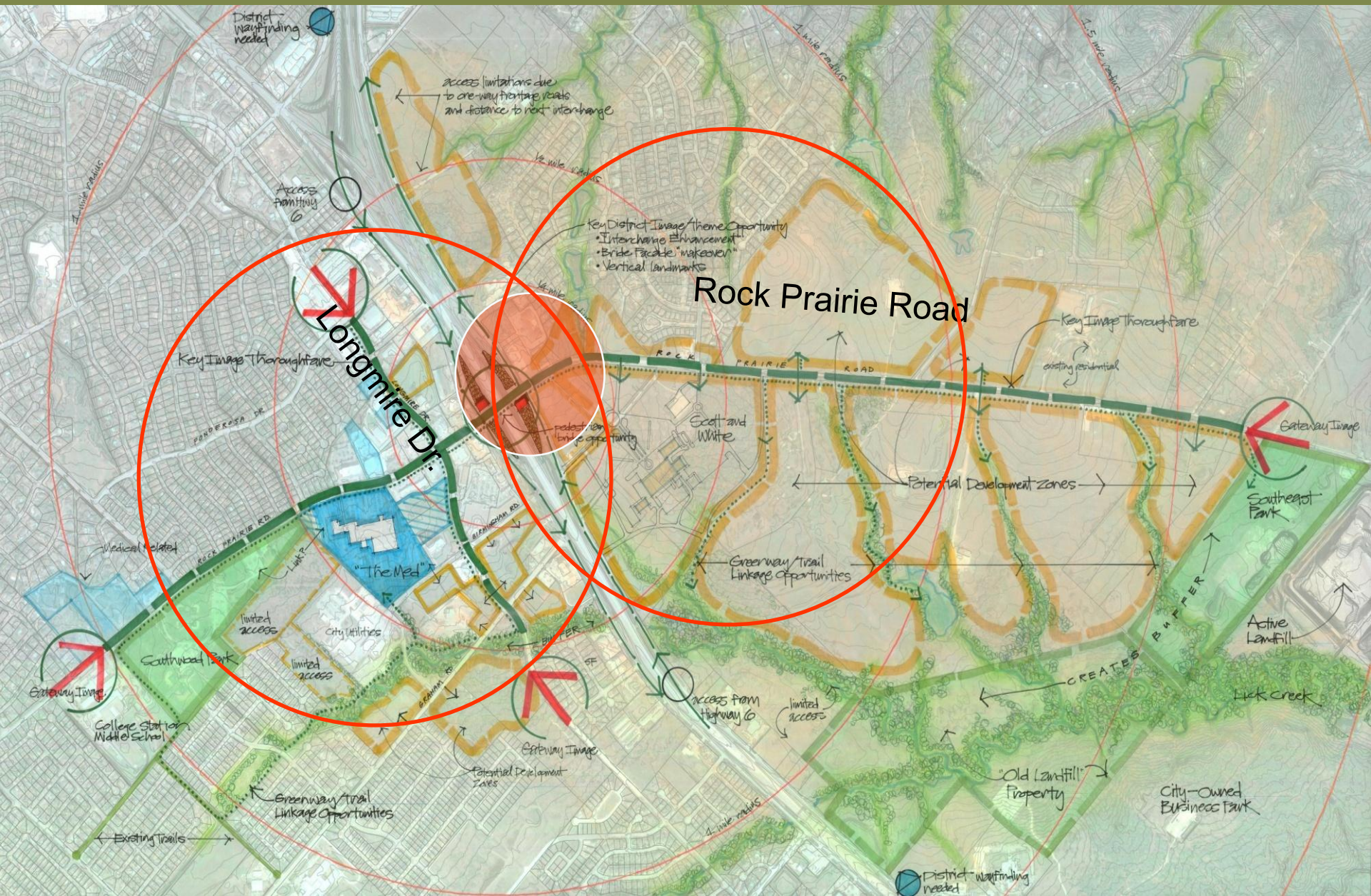
- Background
- Guiding Principles
- Framework
- Land Use Concept
- Land Use Strategy
- Framework Concept
- Identity Concepts
- Development Standards

***An Opportunity:** to create a mixed use district of developments that focuses on medical care, health and wellness and becomes a regional destination and an economic catalyst for the City without detrimental impacts on the adjoining properties or areas of the community.*



- Acute Care
- Rehabilitation
- Assisted Living
- Hospice
- Medical Offices
- Hotels
- Housing
- Healthfulness
- Connected Open Space
- Image / Identity
- Public Transportation
- Walkability
- Indoor / Outdoor Recreation
- Coffee Shops, Retail and Restaurants

Key Site Observations



Guiding Principles

1. **Create a distinctive Medical District identity that builds on a *Healthy Community* theme and unifies the area, attracting a super-regional market**
 - Create a distinctive “sense of place”
 - Allow for identity elements to be utilized in satellite locations
2. **Integrate parks, open space and trails into development to support the Health theme**
 - Provide opportunities for exercise and non-motorized circulation
3. **Create pedestrian-oriented centers on both sides of Hwy 6**
 - Well connected with pedestrians, cyclists, cars and transit
4. **Provide for a mix of land uses:**
 - Expansion of medically oriented services
 - A range of housing and lifestyle opportunities
 - Retail and service support
 - Recreation and fitness
5. **Design for visual richness and sustainability in terms of street, parcel and building design**
 - Manage parking so that it supports and doesn't dominate the environment
 - Make streets interconnected and desirable for pedestrians, bicyclists and drivers

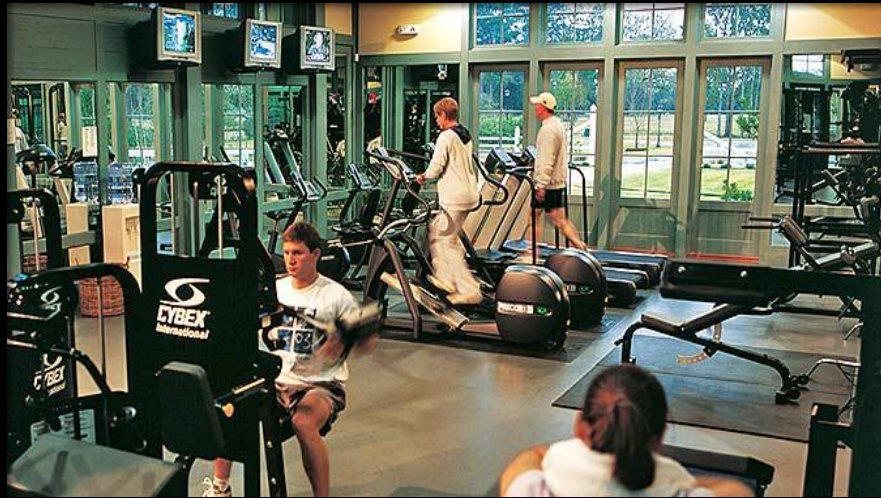
1. Create a distinctive Medical District identity that builds on a *Healthy Community* theme



- Create a distinctive “sense of place”
- Unify the area, attracting a super-regional market and professionals
- Allow for identity elements to be utilized in satellite locations



Focus on Community Health



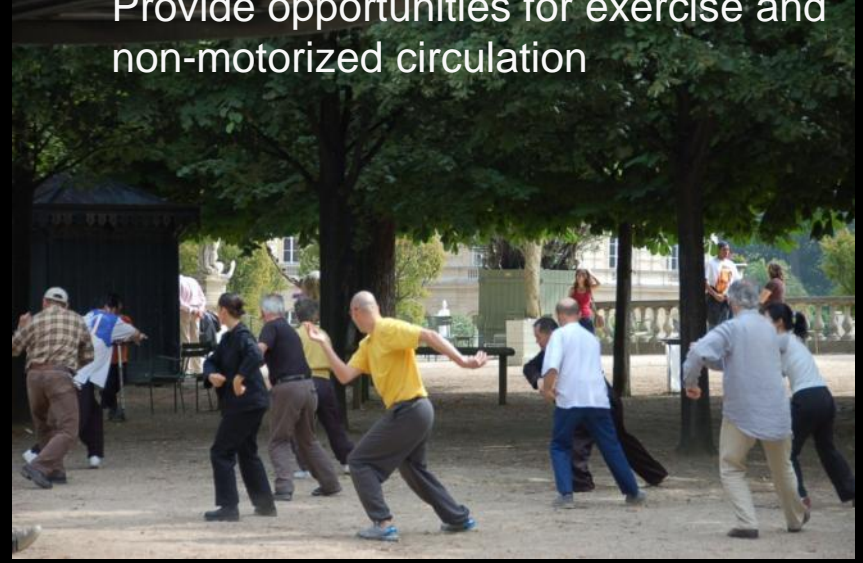
Focus on People Places



2. Integrate parks, open space and trails into development to support the *Healthy* theme



Provide opportunities for exercise and non-motorized circulation



Fitness Trails



3. Create pedestrian-oriented centers on both sides of Hwy 6



- Ensure generous connections for pedestrians, cyclists, cars and transit
- Encourage density



4. Provide a mix of land uses



- Expansion of medically oriented services
- A range of housing and lifestyle opportunities
- Retail and service support
- Recreation and fitness

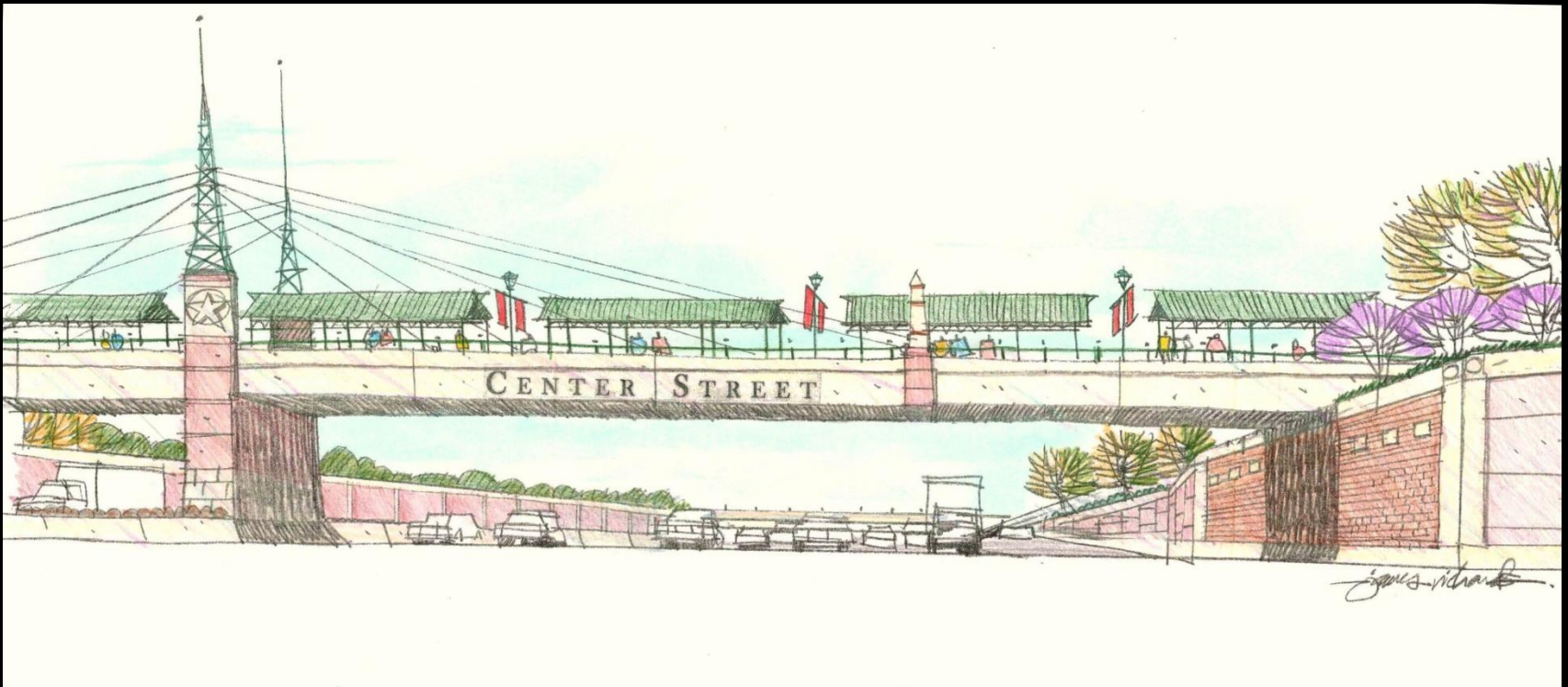


5. Design for visual richness and sustainability in terms of street, parcel and building design

- Manage parking so that it supports and doesn't dominate the environment
- Make streets interconnected and desirable for pedestrians, bicyclists and drivers
- Encourage public art and civic design



Bridge Connection



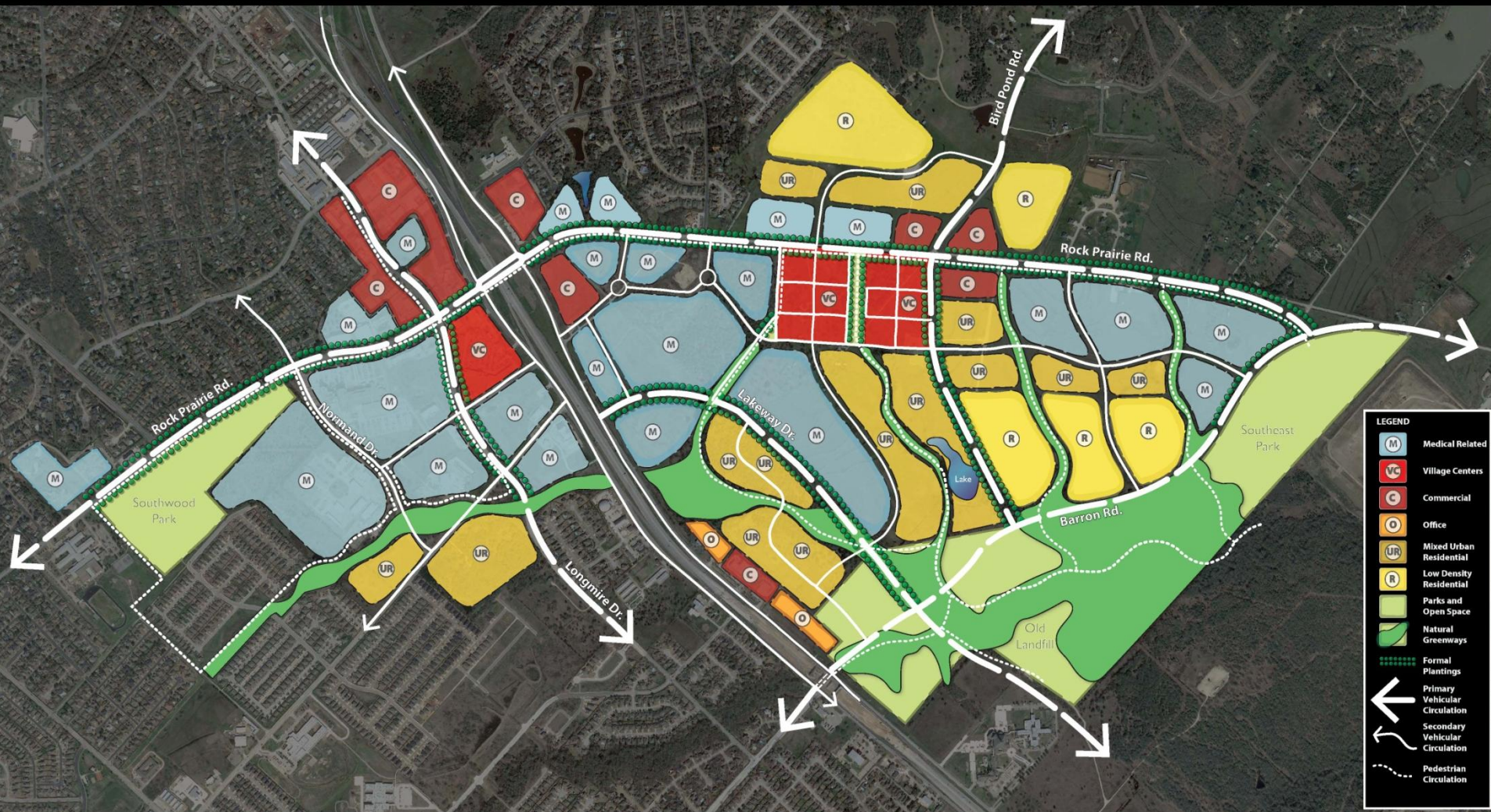
Focus on Public Art



Framework



Land Use Concept

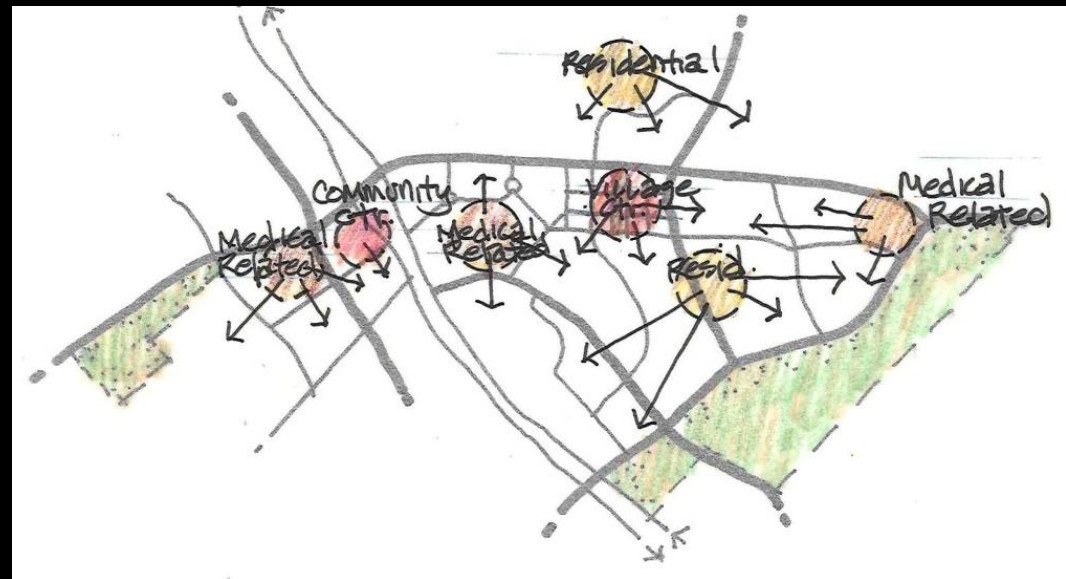


Land Use Strategy

1. Establish Core Land Use Areas. With the framework plan of streets and open space established, the “Core” areas should be established—

- The Medical Center (the Med)
- Westside Neighborhood Center
- Scott and White Hospital
- The Village Center
- Residential Areas

2. Growth of Uses Based on Demand. Allow the Core areas to grow outward based on market demand



Land Use Strategy

3. **Create Density.** Promote walking, cycling and transit, as well as easy access to shopping, dining, services and amenities
4. **Encourage Mixed Use.** Allow for a reasonable mixture of uses in all areas except the Core residential areas



Land Use Strategy

4. Land Use Categories

Medical-Related: Intended to provide a concentration of medical-related uses including labs, professional offices, pharmacies and others which will provide a full range of support uses for medical activities. It should also be pedestrian-friendly.

Uses include: All Medical Services, Rehabilitation, Sports Medicine, Psychiatric, Laboratories, Pharmacies, Assisted Living.



Neighborhood / Village Centers

Neighborhood and Village Centers: Intended to provide a mixture of retail and residential uses, possibly with supporting offices in a very pedestrian and bicycle -friendly environment.

Uses include: Retail, Office, Urban Residential, Restaurants, Medical-Related (no major facilities), Hotel



Office/Commercial



Office/Commercial: This is targeted for sites primarily along Rock Prairie and Longmire to provide more professional office space and services

Uses include: Professional office, Laboratories, Rehabilitation, Hotel and other similar uses





Mixed Urban Residential

Mixed Urban Residential: This is a neighborhood adjacent to Medical-related facilities and the Village Center which is fairly high density and very pedestrian and bicycle-friendly. It should contain a variety of residential types and sizes.

Uses include: Townhome, Live-Work, Loft, Apartment, Independent Living, Assisted Living, Hotel



Senior Housing





Low Density Residential

Low Density Residential: This is an area of low density single family lots which will provide a buffer and transition to existing single family neighborhoods north of Rock Prairie Rd. east of Hwy 6. It may also be used to provide a limited amount of low density residential south of Rock Prairie adjacent to Barron Rd. in order to ensure a mixture of residential unit types.



Uses include: Minimum 5,000 s.f. lot single family (adjacent zoning is R-1, also min 5,000 s.f.)

Land Use Strategy

5. Residential Mix

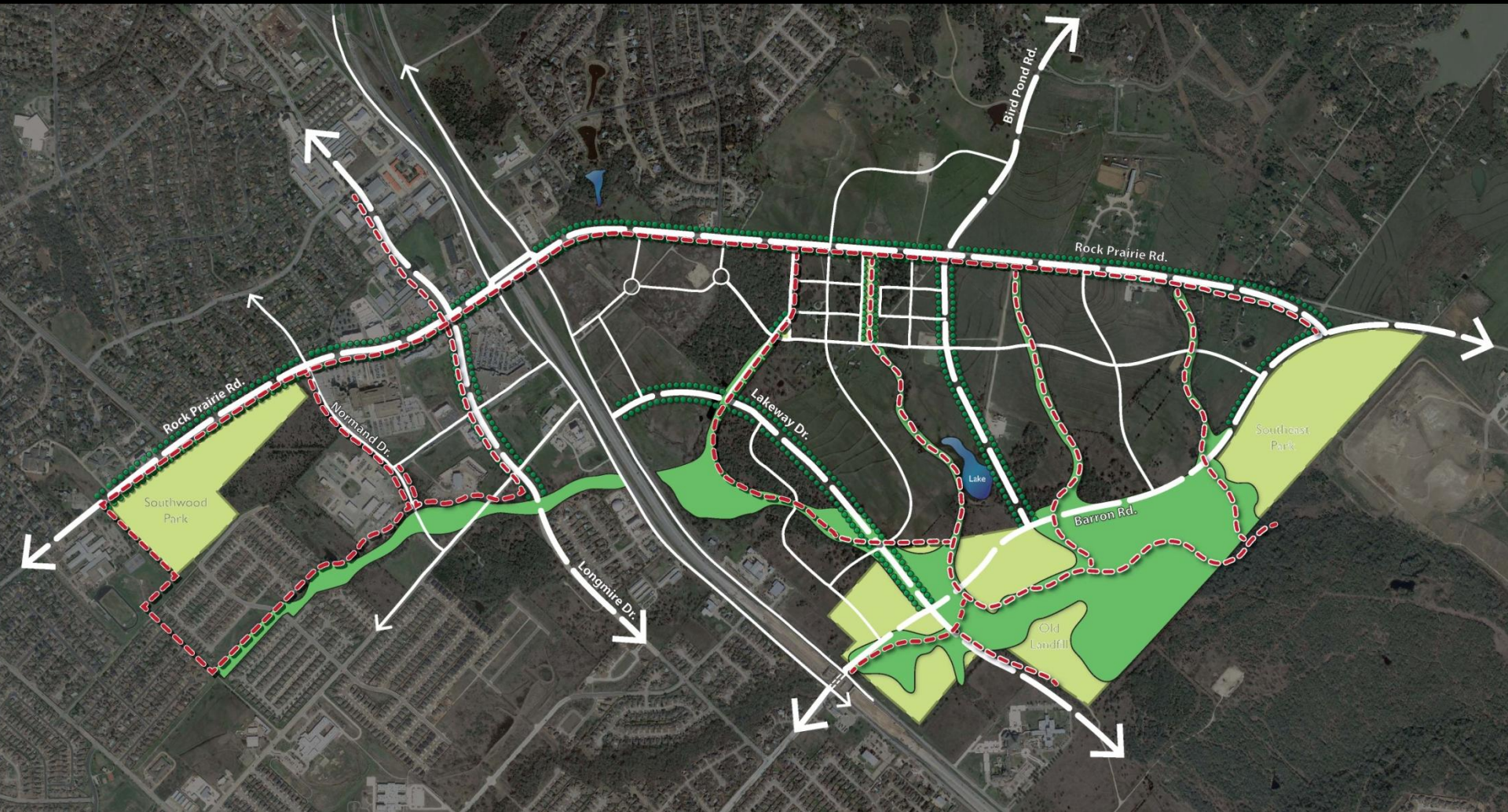
Ensure a mixture of residential unit types and sizes throughout the Medical District to provide housing for a person's full life cycle – families with children, young adults, young married couples, empty nesters, seniors, and those who are handicapped with age or illness.

6. Age Restrictions

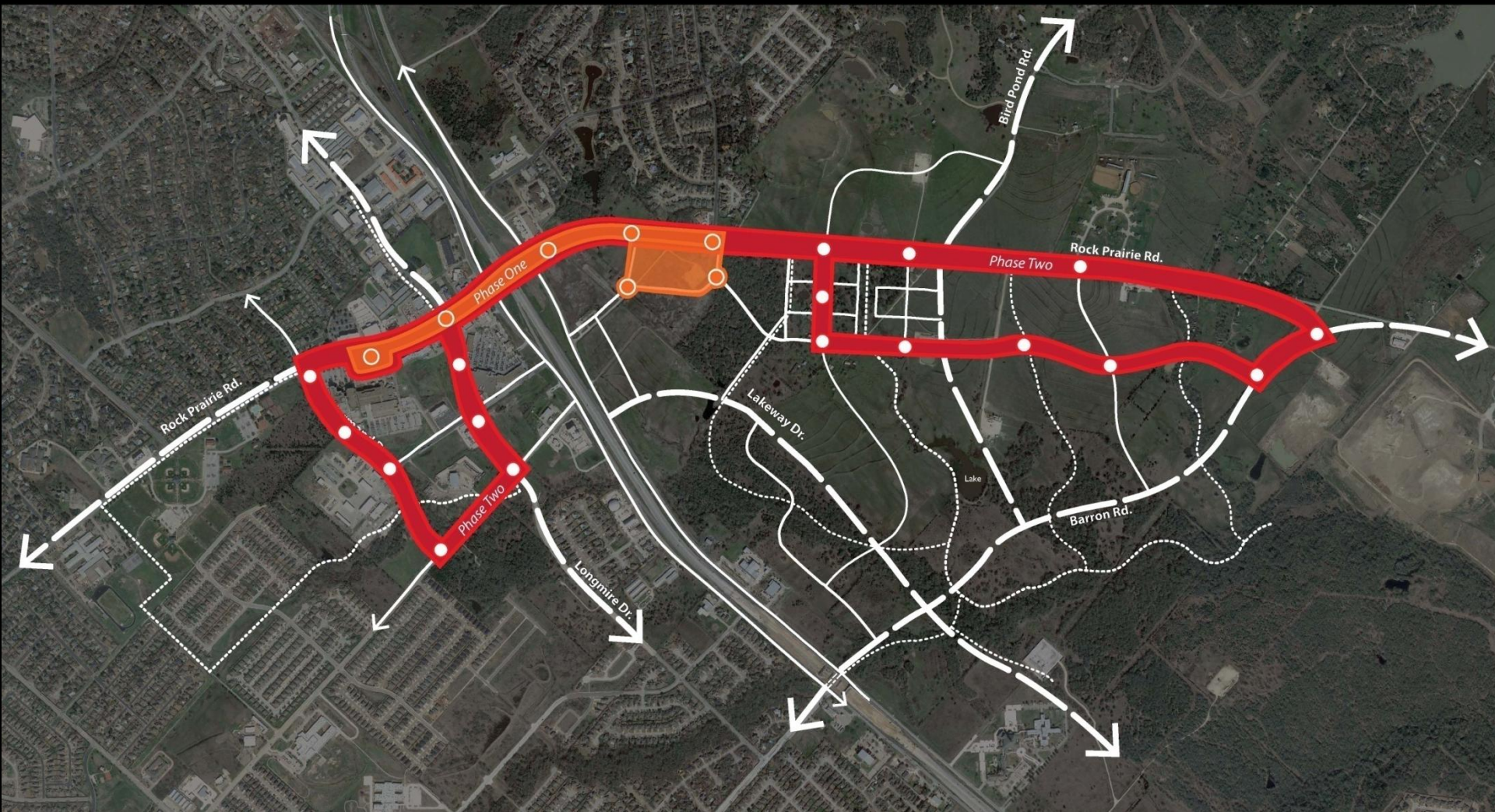
Some residential should be age-restricted to avoid dominance of university students.



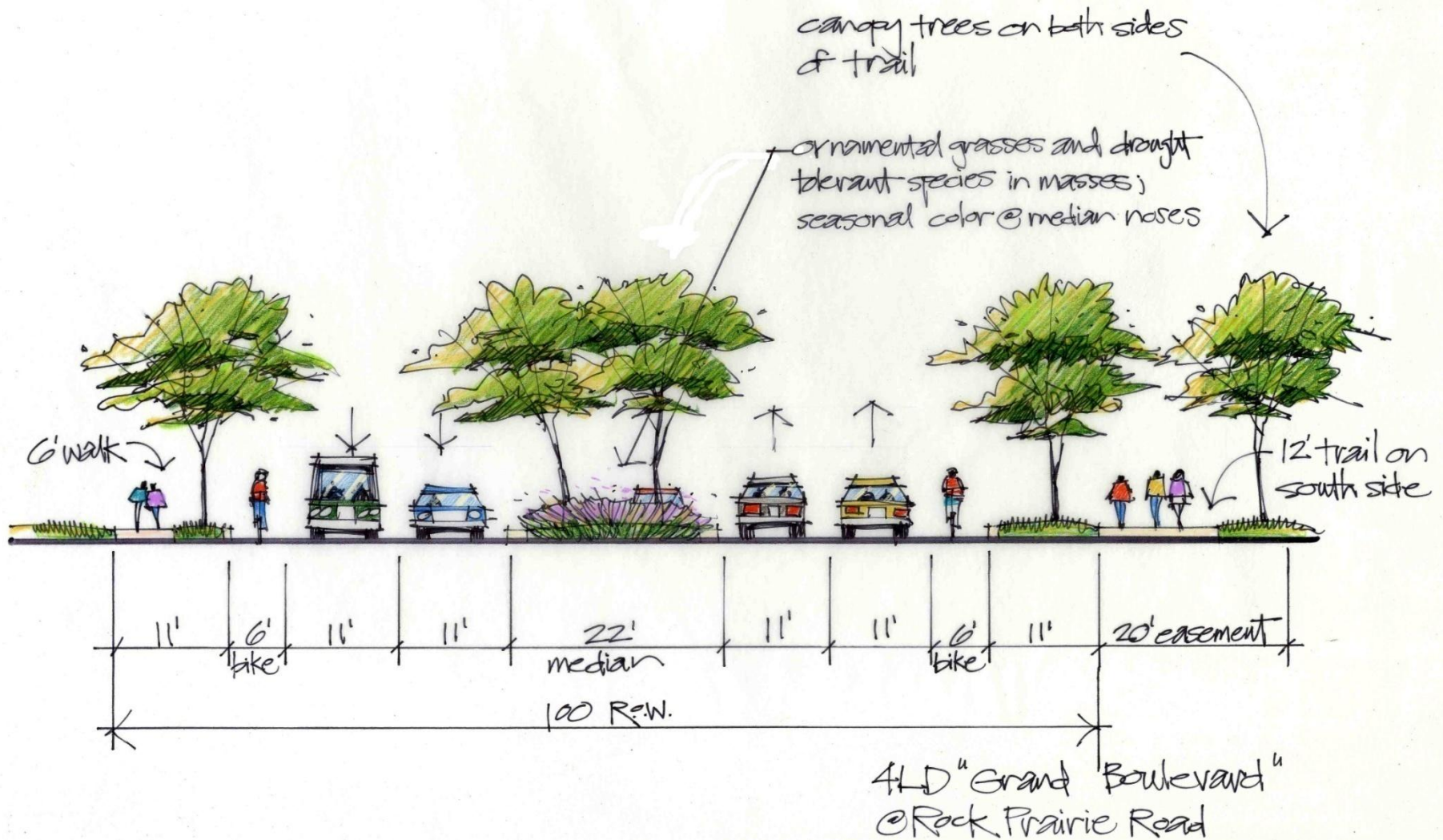
Infrastructure Concept



Infrastructure Concept

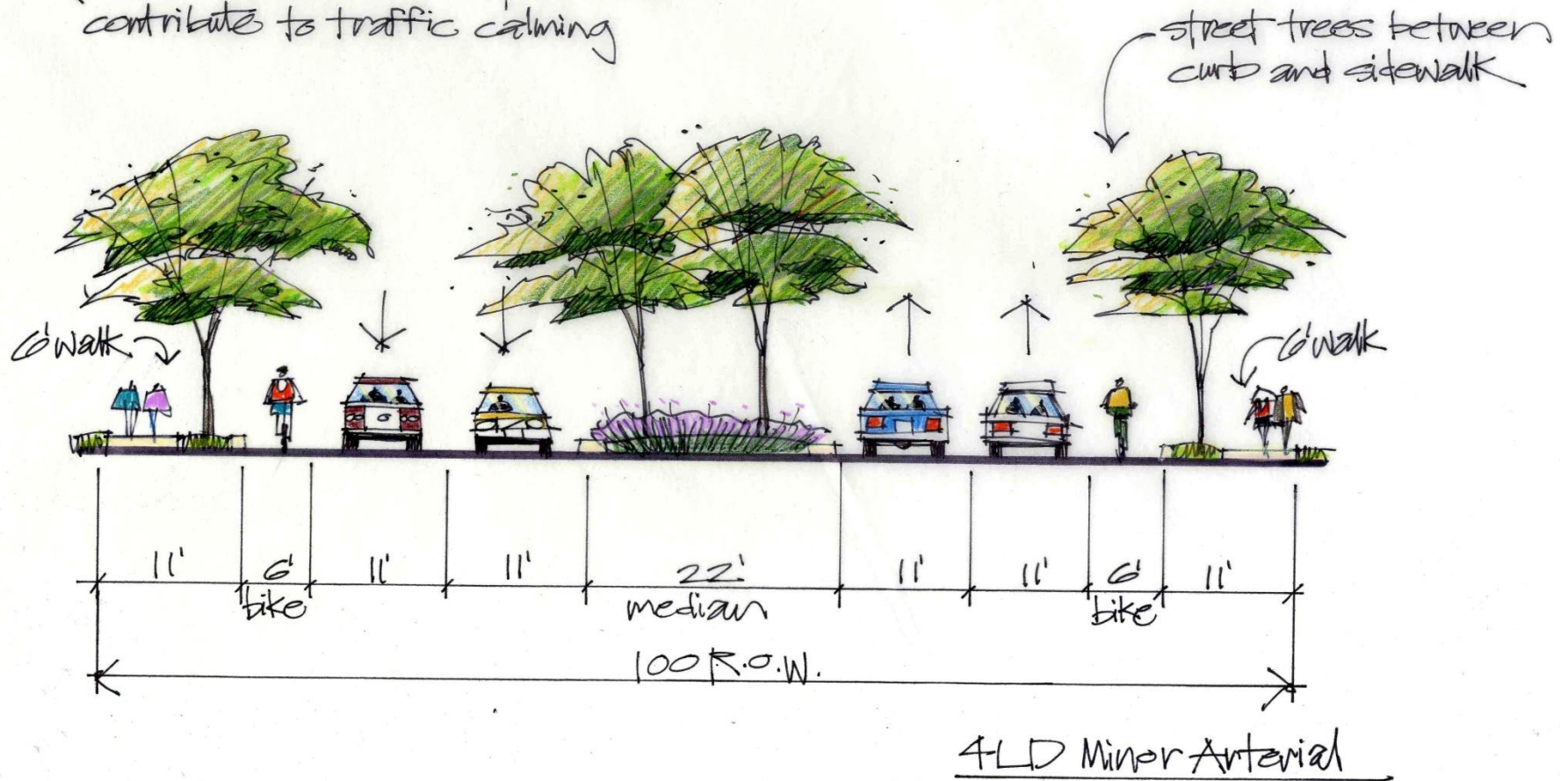


Infrastructure Concepts

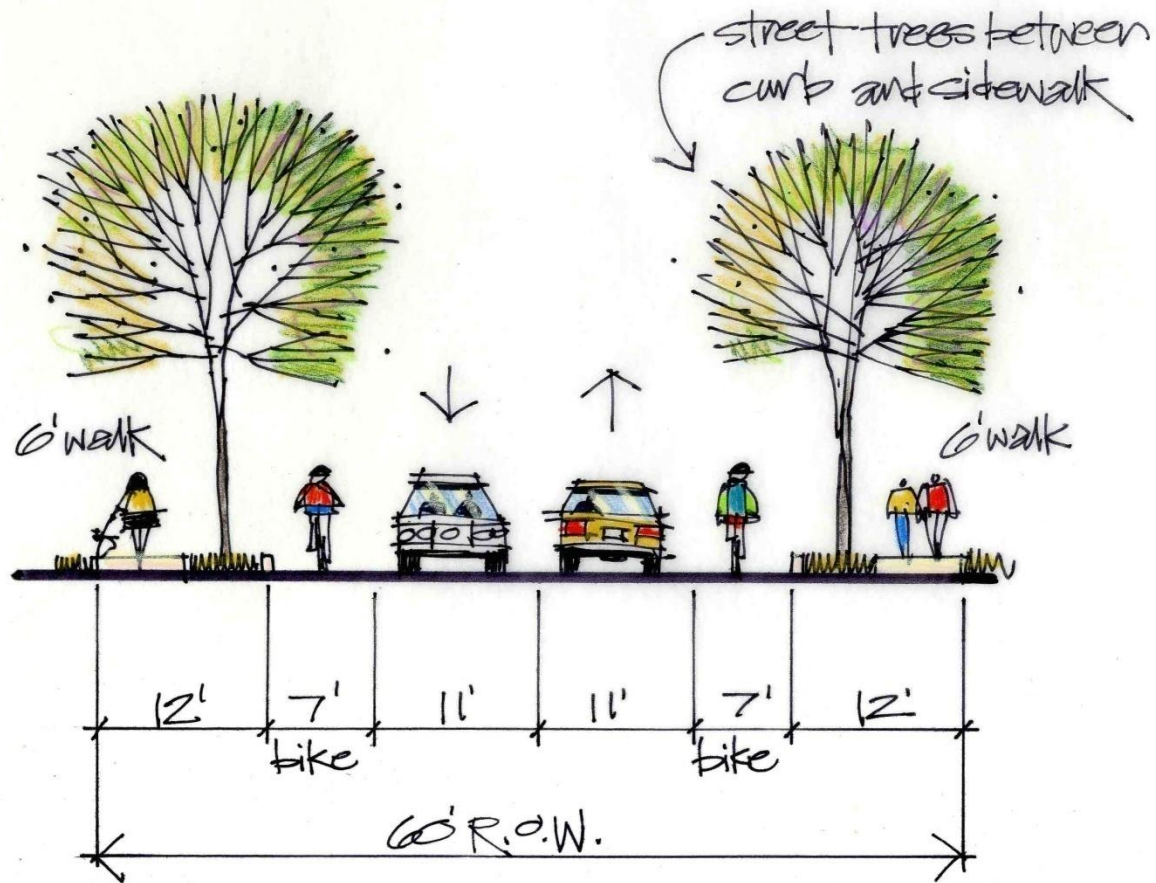


Infrastructure Concepts

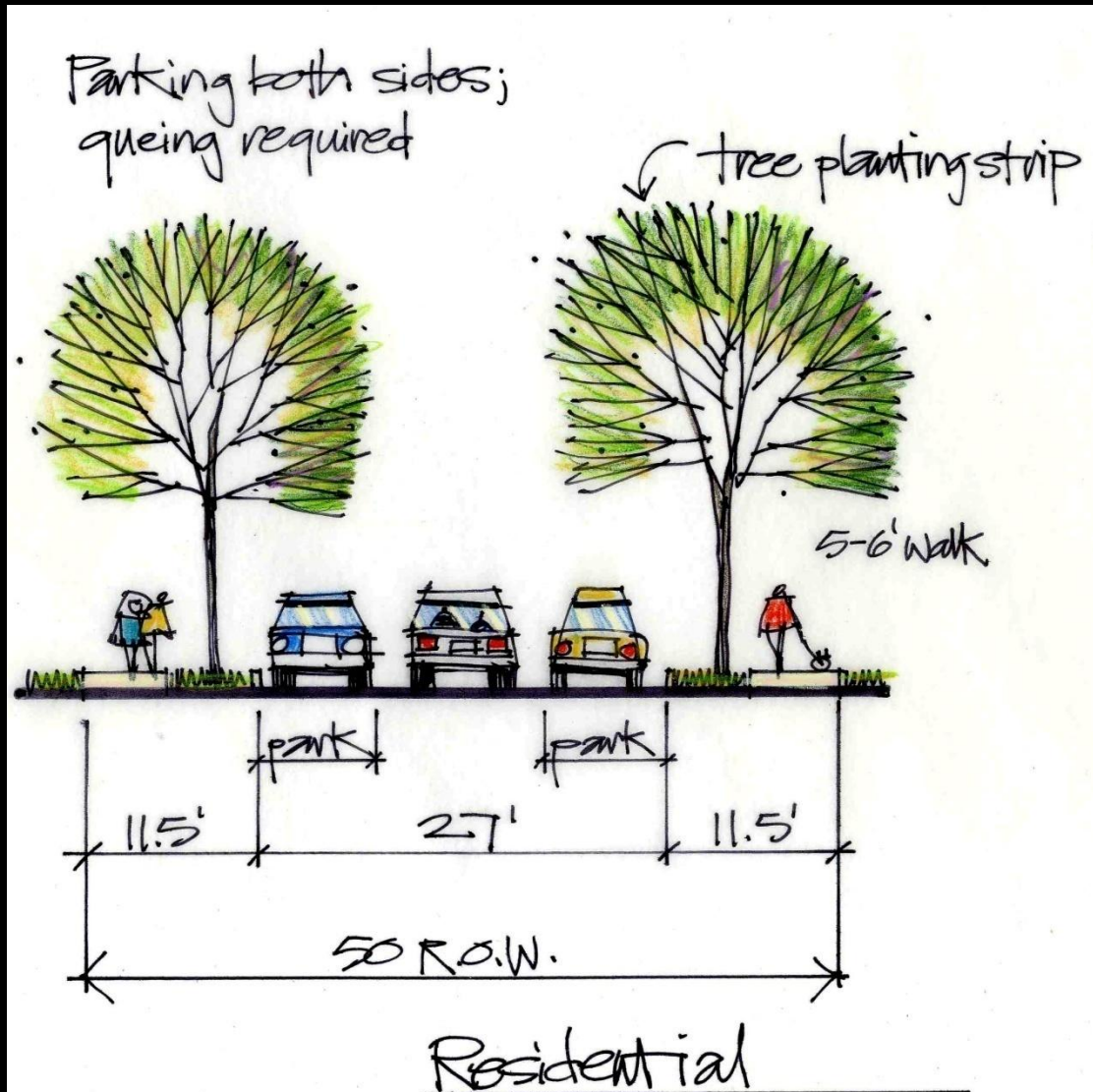
* Lane widths, street tree placement
contributes to traffic calming



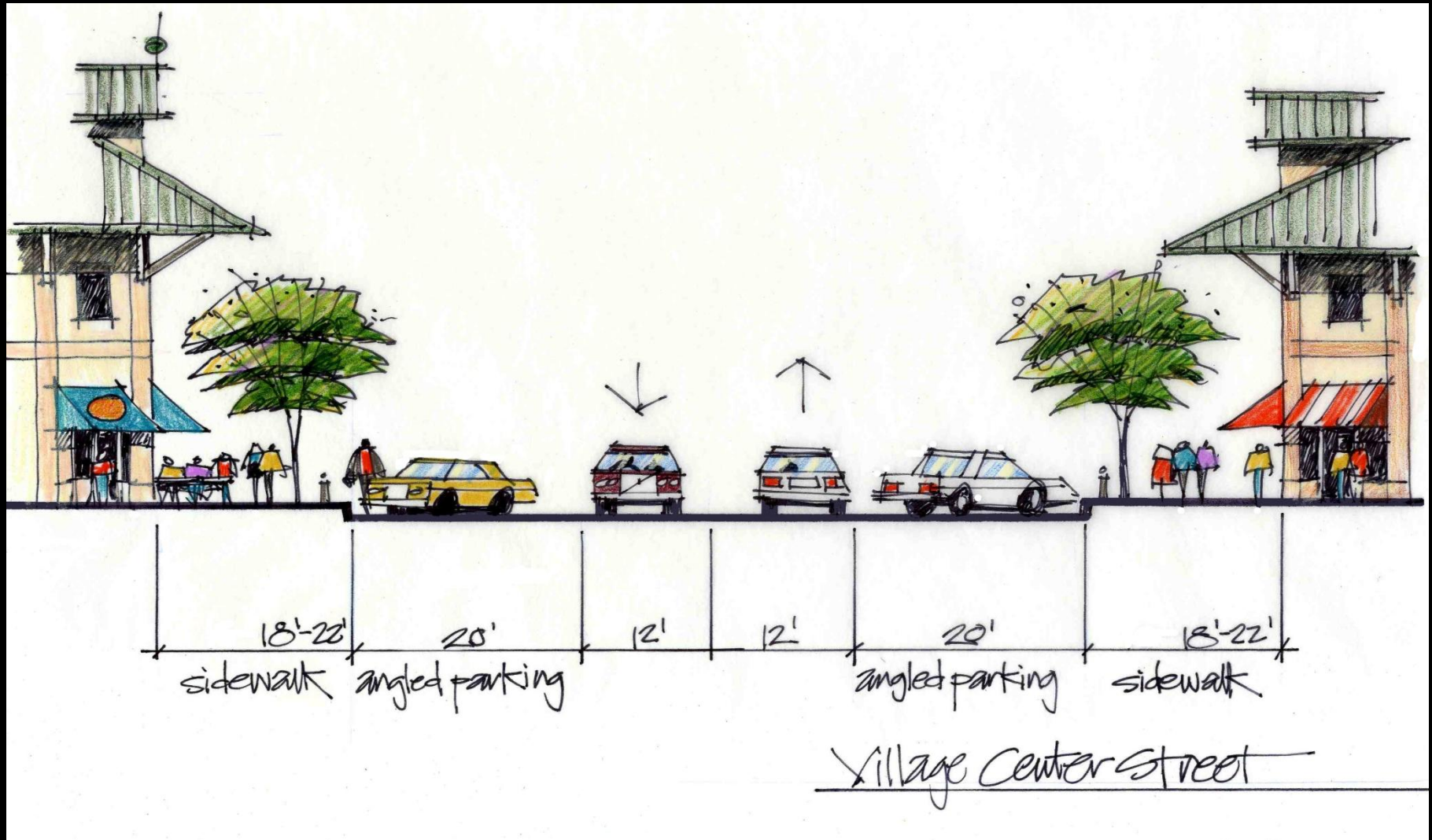
Infrastructure Concepts



2LU Minor Collector



Infrastructure Concepts



Identity Concepts



Identity Concepts

Attributes to convey

- Wellness
- Fitness
- Healing
- Youthful
- Active
- Mind/Body/Spirit
- Green
- College Station
- Traditions
- Live Oaks
- District
- Community
- Village

Identity Concepts

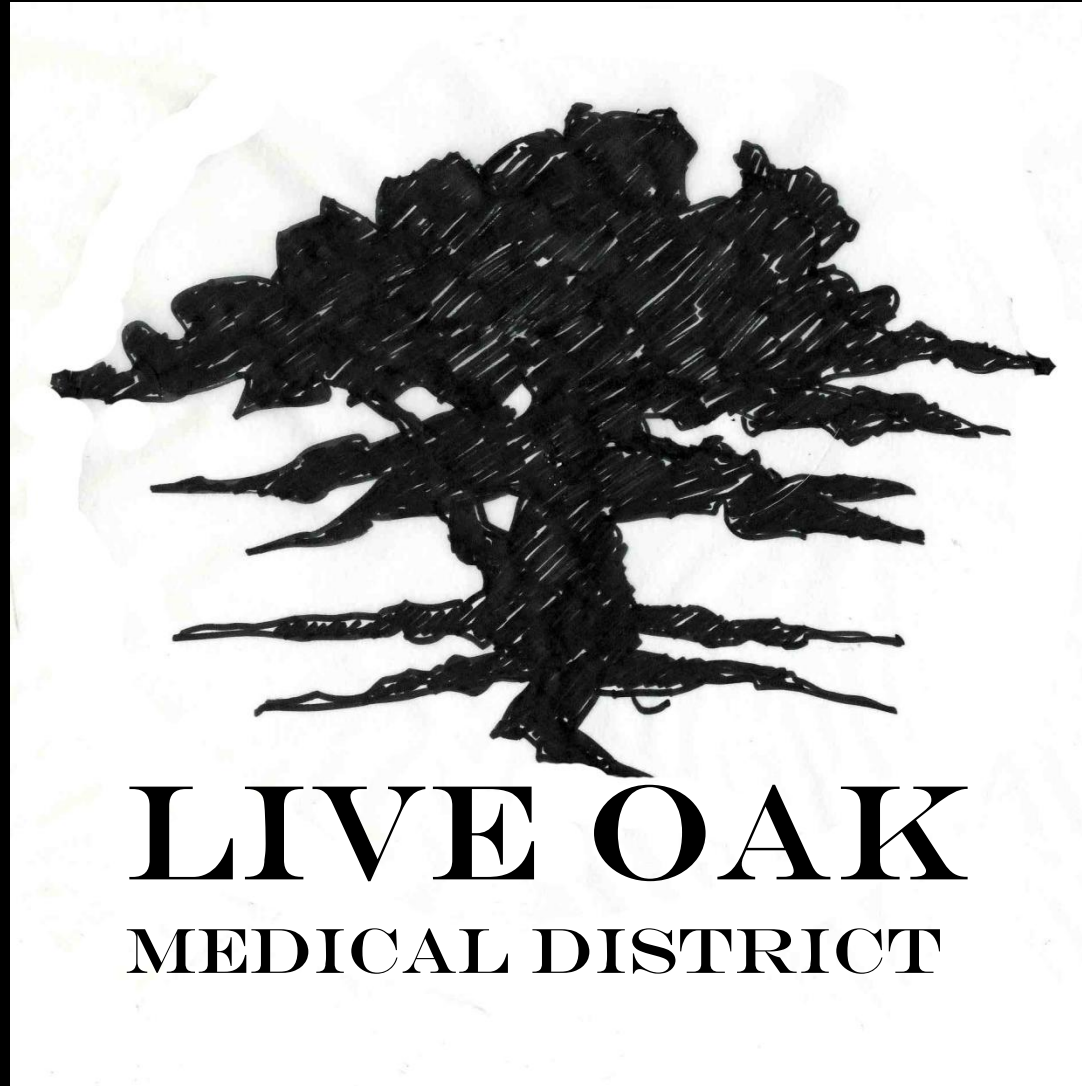
Examples of Branding Names/Themes

- College Station Medical District
- Live Oak Medical District
- Greenway Medical District
- Others?

Identity Concepts

- Live Oak Medical District
 - The Village at Live Oak
 - The Spa at Live Oak
 - The Shops at Live Oak
 - The Trails at Live Oak
 - Live Oak Hilton, etc...

Identity Concepts

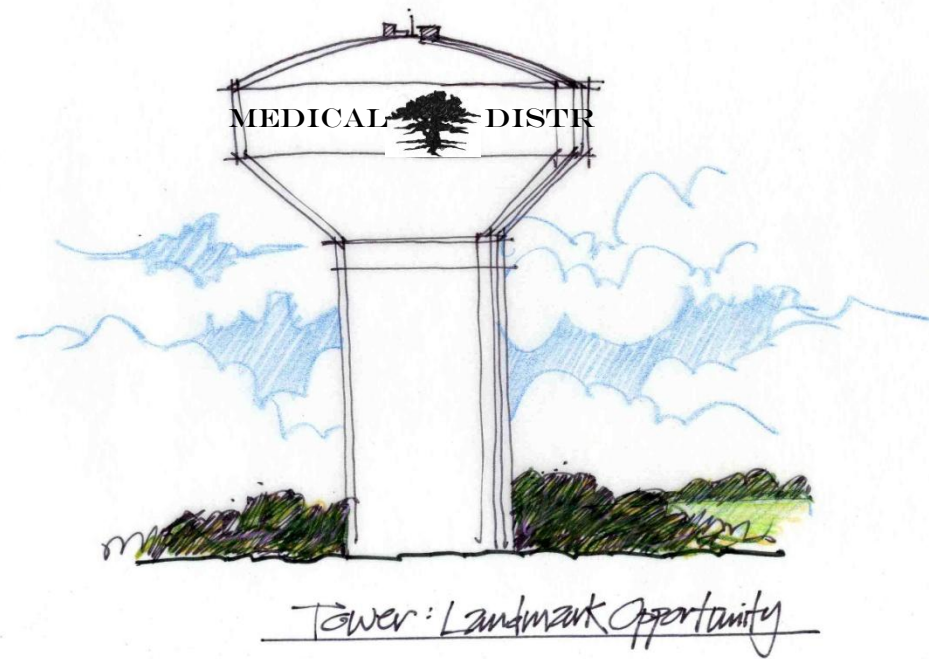
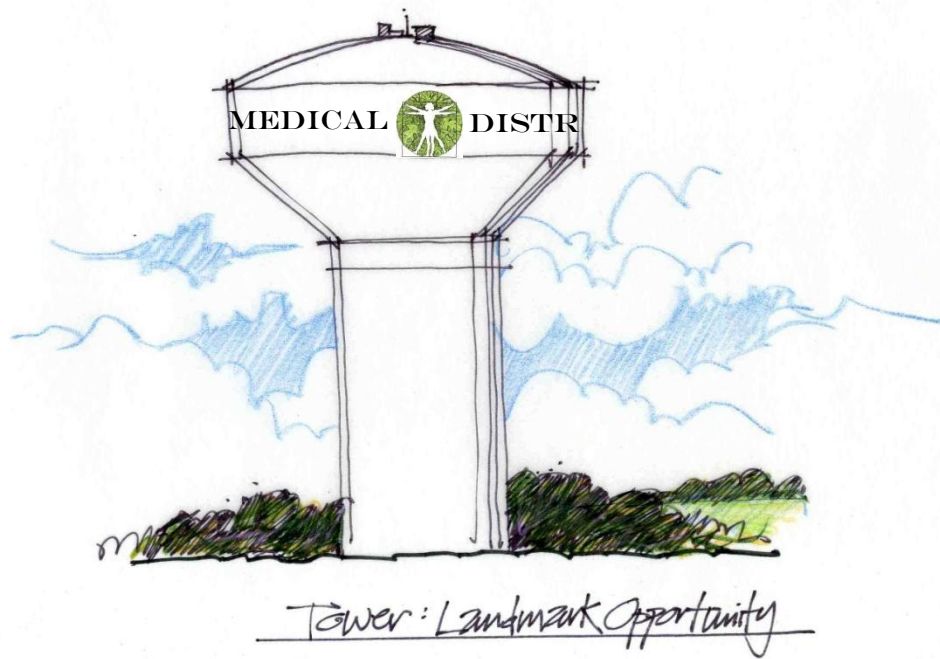


Identity Concepts



GREENWAY
MEDICAL DISTRICT

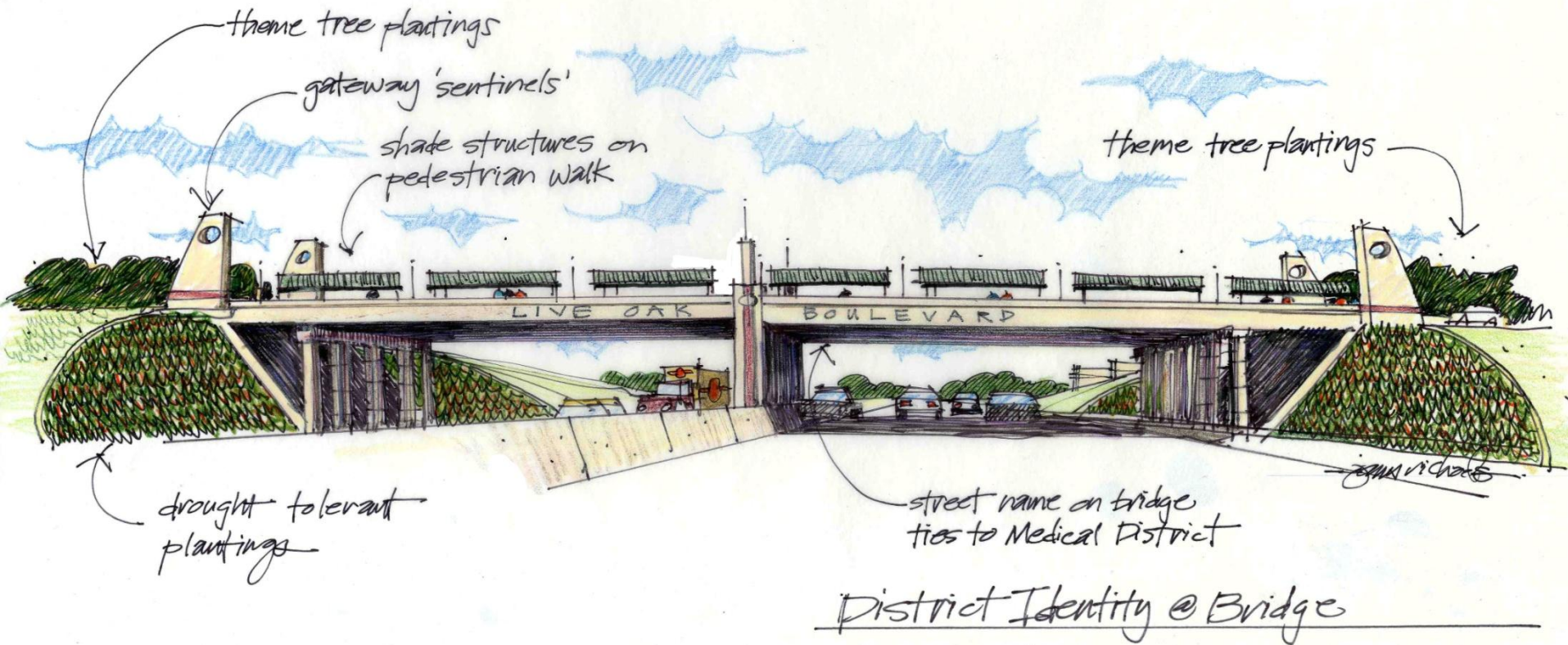
Identity Concepts



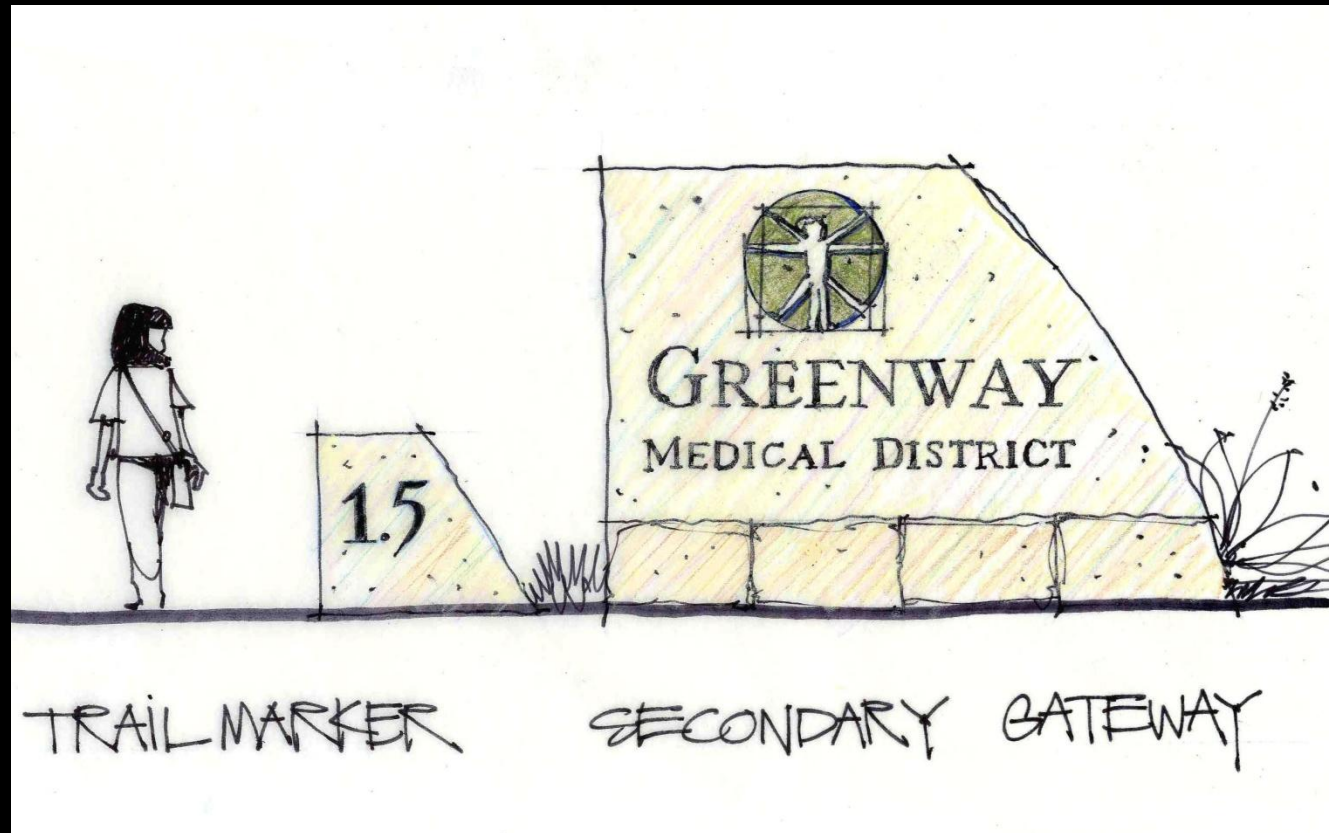
Identity Concepts



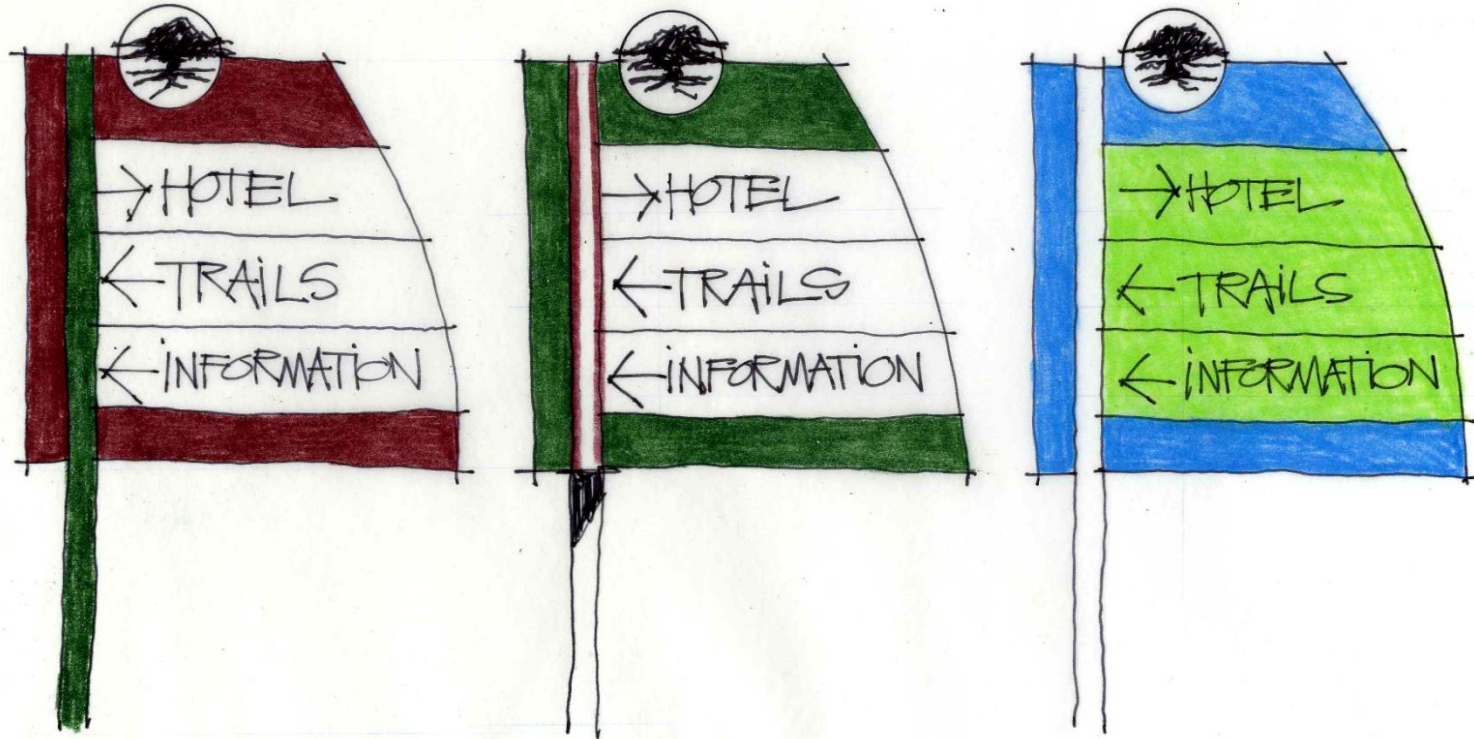
Identity Concepts



Identity Concepts

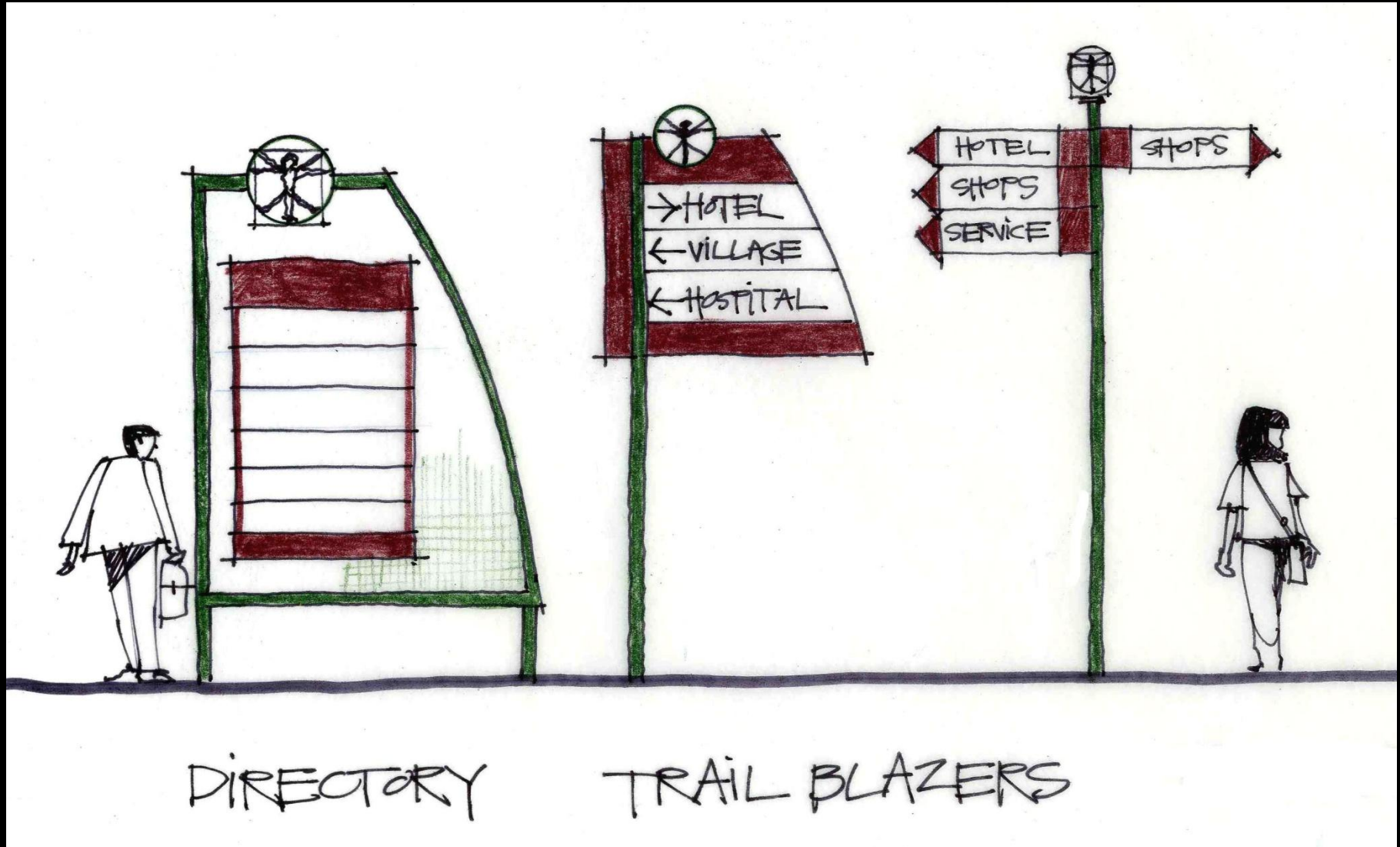


Identity Concepts

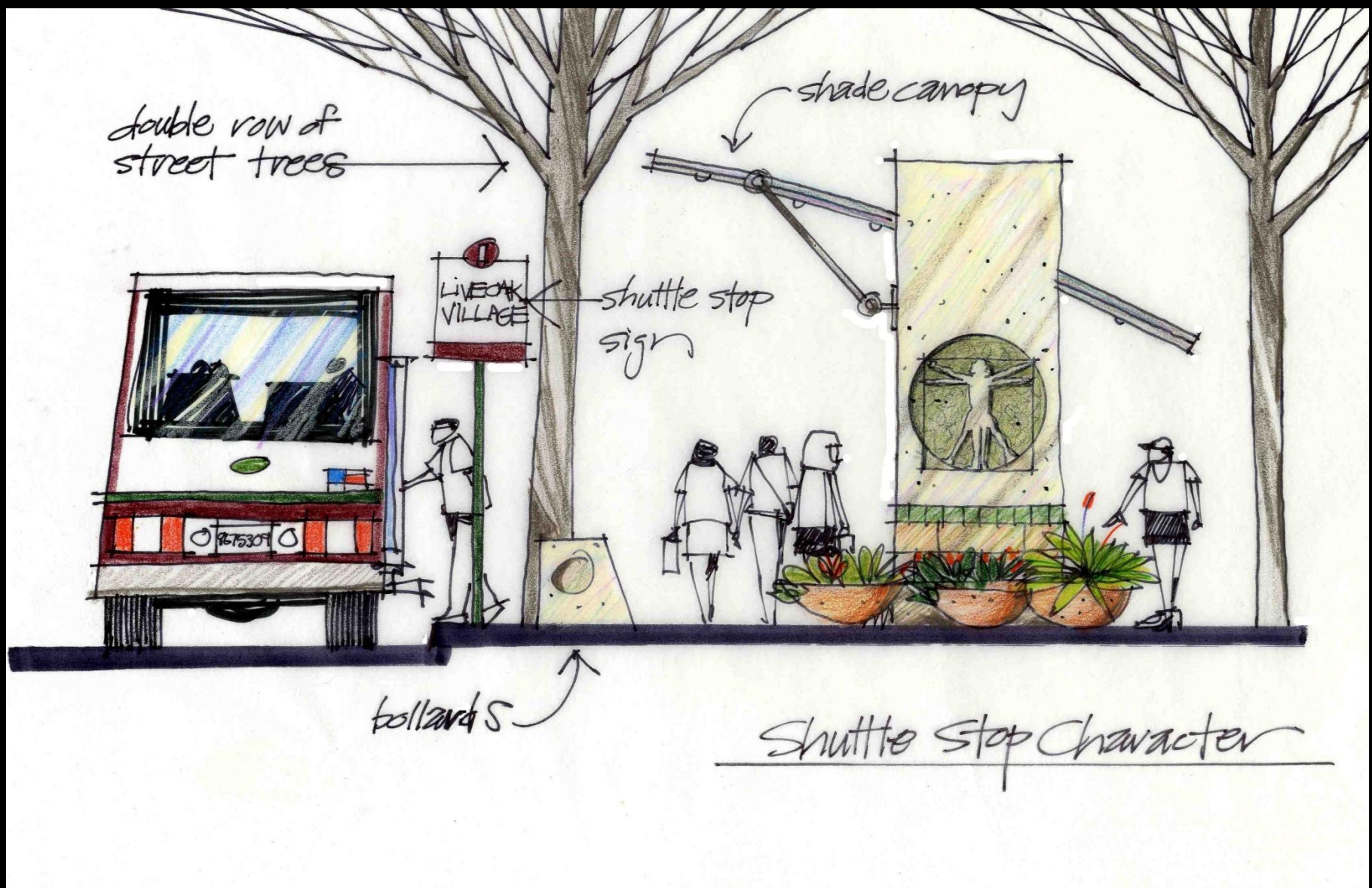


Color Scheme Prototype Sketches

Identity Concepts

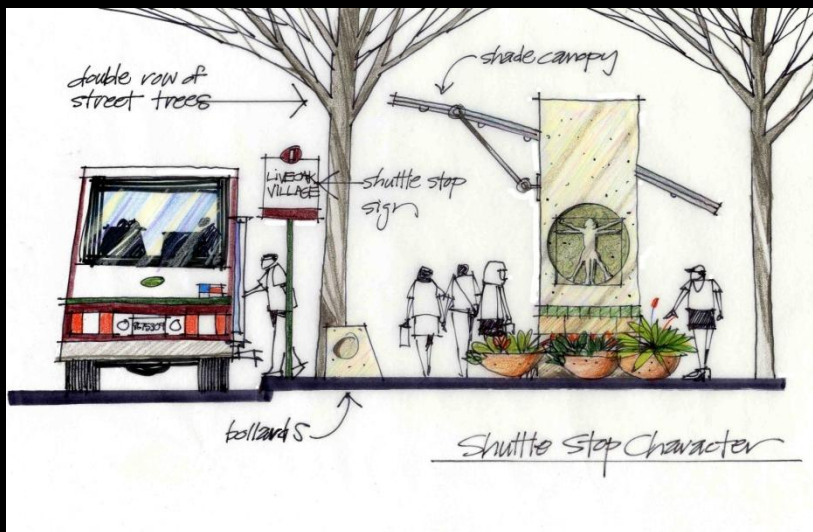


Identity Concepts



Implementation

1. **TIF District** can help fund street and trail infrastructure and provide seed funding for transit
2. **Special District** can help fund signage and local transit.
3. **Form-Based Code** will enable all developments – large and small – to contribute to the distinct character and quality of the district.



Development Guidelines

1. Form-Based Code

- Based on a “Framework Plan” – Provides a predictable outcome similar to a master-developer
- Reflect timeless principles of successful “placemaking”
- Approvals for complex projects can be streamlined

2. Buildings

- **Materials** – solid, enduring materials requiring little maintenance
- Height: Generally 3-7 stories in height in order to frame the streetscape, capitalize on amenities, encourage pedestrianization, make efficient use of the land and support local transit. Low Density Residential – 1-3 stories
- **Building Character:** Central Texas traditions in terms of materials and articulation.
- **Energy Efficiency:** LEED Silver



3. **Site Layout.** Building and parking layout greatly affect the visual and functional character of an area.

- **Building Orientation:** Orient to a shaded sidewalk for ease of access by pedestrians, to easily find services, and to enclose the public realm.

Buildings adjacent to trails and open space should front on to those amenities to take advantage of the value creation opportunities and to provide “eyes on the sidewalk” security.

- **Parking:** Parking should be located toward the center of a block and largely screened from streets and pathways. It should be easily accessible, but not dominate the image of the development or the district.



4. **Public Open Space and Trails.** Public open space and trails are an important source of transportation (or conveyance), recreation, exercise, amenity and value creation for the district, and is central to the theme of *Healthfulness*.
5. **Environmental.** Shade can significantly reduce energy cost and increase the level of comfort for people who are walking, jogging and exercising outside. (Shading of paved areas lowers the surface temperature by 40 degrees and the ambient temperature by 7-11 degrees.)

All sidewalks and trails should be well planted with shade trees; and surface parking areas should also be planted with canopy trees that shade and cool those asphalt and concrete surfaces.



Implementation Strategies

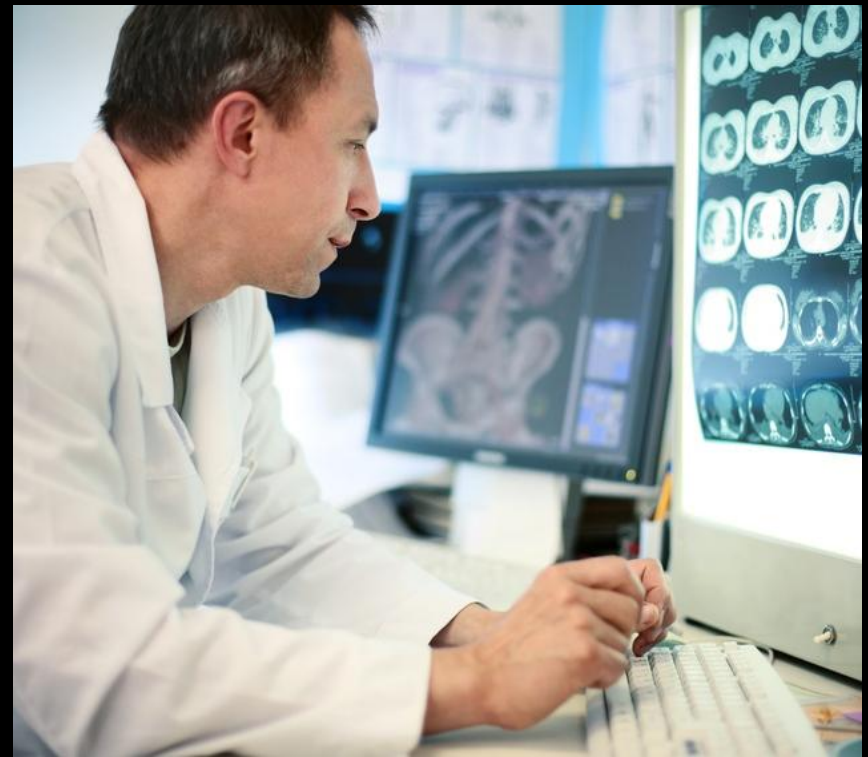


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Implementation - Overview

- Barriers
- Philosophy
- Principles
- Tools and Policies



The Physical Plan is just the Beginning...

Implementation Barriers

Five Types of Barriers

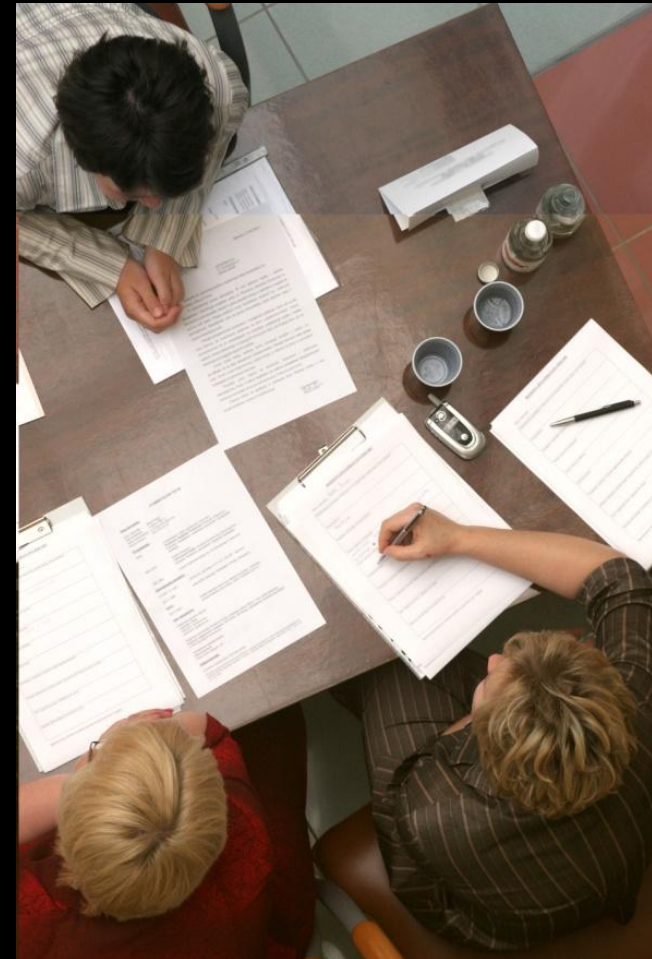
- Physical
- Financial
- Market
- Regulatory / Policy
- Organizational / Political



Implementation Philosophy

Run the District As a Business

- The District is an ongoing business, not a one time plan or project
- The District is the convening organization
- Must be staffed, funded, marketed, planned, maintained as a business
- District roles: Maintenance, security, planning, marketing, etc...
- Hire or dedicate staff



Implementation Philosophy

District Wide Mantra

- Sales: As many as possible, as fast as possible
- Serve multiple markets simultaneously



Implementation Principles

1. Make a Great Plan
2. Many, Many Projects
3. Many, Many Stakeholders
4. Committed, Ongoing Leadership
5. A Good Organization
6. Development Standards
7. Communications and Marketing
8. Supportive Government
9. Ongoing Review



Implementation Principles

1. Make a Great Plan

- Combine market potential with community vision
- Go far beyond patching problems or reacting to specific issues
- Present a strong enough vision to motivate people to take action



Oklahoma 10th Street Medical Business District

Implementation Principles

2. Many, Many Projects

- A great plan moves many projects forward
- Projects are broadly defined: public and private development programs, marketing events, etc.
- Organizes, catalogs and communicates all public and private projects



Implementation Principles

3. Many, Many Stakeholders

- Broad base of involvement promotes project implementation
- Stakeholders – representative cross-section of government, non-profits, businesses and individuals
- Stakeholders form the basis of political support for implementation of the district



Implementation Principles

4. Committed, Ongoing Leadership

- Desires success for the entire community
- Respected by the community; strong leadership skills
- Able to motivate and organize stakeholders
- Moves forward and enthusiastically communicates the vision of the District



Implementation Principles

5. A Good Organization

- Provides ongoing support for project implementation through communication and coordination
- Provides long-term continuity and unifies divergent interests
- Provides support for local government, and support to project development
- Communicates successes and opportunities



Implementation Principles

6. Development Standards

- Clear and consistent guidelines that communicate the vision of the District
- Encourage that which is desired and strongly prohibit that which is not wanted
- Tools should be dynamic and flexible – pragmatic standards for change
- Set standards high but achievable



Tualatin Commons, Tualatin, Oregon

Implementation Principles

7. Communications and Marketing

- Both the organization and the leadership must communicate successful implementation
- Marketing revitalization means making continual news
- Communication means acting as a liaison between stakeholders, projects and the wider community



Implementation Principles

8. Supporting Government

- Provide support for achieving standards – consultation, code enforcement and assistance
- Able to review its practices and identify and change policies
- Set clear goals
- Champion implementation



Implementation Principles

9. Ongoing Review

- Dynamic plans require ongoing review that respond to changing conditions
- Evaluation of plan, projects and communications – make periodic adjustments to the project plan



Implementation Tools and Policies

Funding Toolkit

- Districts
- Real Estate Development Incentives
- Citywide Taxes and Fees

Funding Toolkit / Menu

District

Tax Increment Financing
Local Improvement District
Business Improvement District
Transportation Benefit District
Public Development Authority

Real Estate Development Incentives

Expedited Entitlement / Permitting
Soft Costs/Professional Fees for feasibility, design, etc.
Land Acquisition, Assembly, or Write Down
Public Infrastructure Improvements/Place Making
Storefront Improvement Grants/Loans
Redevelopment/low interest loans
Tax Abatement
SDC Waivers or Deferrals
Lease-Purchase Contracts and COPs
Brownfields Assessment and Cleanup Funds³

Citywide Taxes and Fees

Capital Improvement Program/Public Works Funds
Bonds: General Obligation or Revenue
Parking Revenues
Impact Fees / System Development Charges

Implementation Tools and Policies

Districts

- Tax Increment Financing (TIF)
- Local Improvement District (LID)
- Business Improvement District (BID)
- Transportation Benefits District (TBD)



Implementation Tools and Policies

Real Estate Development Incentives

- Land Acquisition, Assembly, Write Down
- Public Infrastructure Improvements/ Place Making
- Expedited Entitlement/Permitting
- Tax Abatement
- SDC Waivers or Deferrals
- Soft Costs/ Professional Fee Assumption



Implementation Tools and Policies

Citywide Taxes and Fees

- Capital Improvement Program
- Bonds:
General Obligation (GO) Bonds
or Revenue Bonds
- Impact Fees/ SDCs
- Sales Tax
- Special Purpose Tax (e.g. lodging)



Implementation Tools and Policies

Management – Board of Directors

- Private Sector Association
- Formation of a Special District:
 - MID
 - TIF
 - LID
 - BID



Implementation Tools and Policies

Management – Secondary Associations

- Responsible to District Board of Directors
 - The Med
 - Scott and White
 - HOAs
 - Others



Implementation Tools and Policies

Menu of Options

- Special District (The Main Course)
 - Management
 - Marketing
 - Funding
- Other Tools (Appetizers / Desert)
 - Increase funding sources
 - Entice private development



Implementation Case Studies

Capital Structure

- \$1 public investment leverages \$4 to \$5 private investment



Implementation Case Studies

- RiverPlace
 - 10 acres, downtown, riverfront, mixed-use development, Portland, OR
- Tualatin Commons
 - 20 acres, new city center, mixed-use, urban lake, Tualatin, OR
- Tanasbourne
 - 800 acres, mixed-use, phased development, Hillsboro, OR
- Otay Mesa
 - 10,000 acres, regional employment and new town centers, San Diego, CA



Q&A



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